DTR-0518

31 July 1974

MEMORANDUM FOR: The Comptroller

THROUGH   :   Deputy Director for Management and Services

SUBJECT   :   Annual Report FY 1974

Considering the constraints on the Office of Training resources during FY 1974, I am pleased with the progress made and reported in the attached Annual Report.

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Alfonso Rodriquez
Director of Training

Att

Distributinn:
   Orig. & 3 - Comptroller
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OTR/C/PG/PDS/JB:md (31 Jul 74)

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REWRITTEN: OTR[   ]kaj (31 Jul 74)

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SECTION A. GENERAL

In Fiscal Year 1974, change continued to be the predominant
theme for the Office of Training. Unlike FY 1973, however, the changes
have been mostly internal. An extensive reorganization, the first in
fifteen years, took place in August 1973. The year also saw a signif-
icant turnover in the occupancy of senior positions in the Office as
retirement took its toll. OTR met and exceeded its planned ceiling
reduction for FY 1975, reaching the point where new requirements for
training have to be carefully weighed against current programs and
other requests for new programs.

During the Fiscal Year, the Office worked closely with
representatives of the Intelligence Community Staff on the development
of two training proposals of significance to the Community. Informa-
tion Science Training Programs in support of the Community On-Line
Intelligence Network (COINS) were developed, and a proposal for use

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officers in clandestine collection techniques was developed as part of
an extensive Intelligence Community Staff study. This thrust toward
training support to the Intelligence Community has been the principal
external influence affecting OTR during FY 1974. (See attachments 1 & 2)

As a result of CIA Management Committee direction in April
1973, OTR developed and presented a proposal for a Research and
Discussion Program. Additional details describing this program are
included in attachment 3.

Also in FY 1974 OTR developed a proposal for an extensive
overhaul of analyst training. This proposal is currently being
reviewed by Agency management. (See attachment 4)

OTR made significant progress with Management by Objectives
in FY 1974. An MBO system based on effectiveness areas was proposed,
accepted, and installed in February 1974. The new system was not
made retroactive, and FY 1974 objectives were not included in the
system. FY 1975/76 objectives were developed through the revised
system.

The critical priority for OTR in the coming years is to pro-
vide a vantage point for learning and understanding new methods and
techniques relevant to Agency and Community problems. The strategies
inherent in the training proposals briefly described in the attachments
and the OTR reorganization are aimed at preparing the Office to fulfill
this responsibility. Given the lead time involved in course development,
OTR must move ahead with proposals perceived as responsive to future
needs. The risks involved in these initiatives can only be reduced by
thoughtful, timely response from Agency management.

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OTR reported on 22 objectives during its first two FY 1974 DDM&S Management Conferences. This proved to be an unwieldy number of objectives and with DDM&S approval eight were retained as DD-level objectives and 14 were made OTR-level objectives. The following status report reflects this realignment.

2

SECTION B. · PERFORMANCE AGAINST FY 1974 OBJECTIVES

FY 1974 DD-Level Objectives

1. Provide training support equivalent to that provided in FY 1973 (estimated 69,000 student days) with the Agency prescribed reduction of 2.34% in staff personnel from FY 1973.

FY 1974 Summary

	Estimated	Actual
Courses	610	542
Students	7,600	7,793
Student Days	72,000	71,069

This objective responds to a DCI objective to "provide essential support services--with a reduction in manpower and funding levels in both FY 1974 and 1975." OTR came very close to its estimates for courses, students, and student days. The results achieved represent a high-water mark for recent years (1969 to date). The FY 1974 results continue to reflect a slow-moving trend toward fewer and larger classes, as confirmed by analyses of classroom scheduling. The Office achieved its personnel reduction target, and considering inflationary pressures, reduced its funding level.

2. Examine the training activities at the Office of Training on the basis of cost effectiveness.

The development and use of a training cost model is discussed in an OTR-level objective (see below).

Language Learning Center programs were completely reviewed and costed. As part of the review, an analysis of each Area Division's status in terms of language designated positions was undertaken. During FY 1974 reviews of SB and NE Divisions were completed. The remaining Divisions will be reviewed in FY 1975. The results have highlighted needs for language training for the Area Divisions and provided a base for planning the language coverage in the Language Learning Center.

3

An expanded collection of course-related data in a Course Data Folder is aimed at an analysis of time expenditures and teaching methods in each OTR-sponsored course. The folder includes course objectives, topics covered, teaching methods (lecture, seminar, films/TV, etc.) and the amount of time spent by OTR and non-OTR instructors. Data are being collection from all OTR courses. This is a current, ongoing project.

Significant progress was made with this objective in FY 1974. The objective will be carried over to FY 1975/76.

3. Increase professional and substantive expertise and balance to the professional staff of OTR yet within the 5% restrictions cited in Objective 4.

Because of the turnover in occupancy of the senior positions in OTR and the corresponding adjustments at lower levels within OTR, very little was accomplished with this objective. Early in the Fiscal Year, OTR completed the first significant reorganization in 15 years. Within six months of the reorganization all the newly appointed unit chiefs, [   ] the Chief, 25X1
Career Training Program, and the Chief, Services and Registration Staff, had either retired or been reassigned. The objective has been restated and carried over to FY 1975/76.

4. Reduce OTR's personnel and space by 5% in FY 1975. The personnel reduction has been achieved.

OTR met with very little success in reducing space. Clerical Training was moved from Ames Building to Chamber of Commerce Building. Plans called for Agent and Liaison Training (ALT) to move from the Rosslyn area to Headquarters Building or failing that, to alternative space in the Chamber of Commerce Building. Both plans for ALT failed. Headquarters space was unavailable. Chamber of Commerce Building space was preempted by the planned move of portions of the Office of Development and Engineering. OTR space requirements are further complicated by the needs of the emerging COINS Training Program to be operative in FY 1975. Consolidation and realignment of space in the Chamber of Commerce Building is an available but unattractive alternative.

5. Determine in FY 1974 the extent to which the content of the present Information Science Training Program should be revised to support the intelligence information systems in CIA and the Community in FY 1975.

All of the courses offered by the Information Science Training Staff were reviewed through use of a questionnaire distributed throughout the Intelligence Community. Response to the questionnaire provided guidance in terms of both course substance and student load. The FY 1975 Information Science Training Program reflects the changes made as a result of FY 1974 experience. Results reflect satisfactory achievement of this objective.

6. Prepare officers at all career levels to assume increased responsibility involving decision making and execution of policy, in FY 1974, to be operative in FY 1975; develop new or revise current courses on management training for officers at junior, middle, and senior levels.

With the exception of the development of a program for senior level executives, this objective was achieved.

The basic course, Fundamentals of Supervision and Management, was revised to include segments on Management by Objectives, Equal Employment Opportunity, and Performance Appraisal.

The Advanced Management Program (AMP) was initiated in FY 1974 following the recommendations of an Inter-Directorate Task Force sponsored by OTR to determine the training needs of middle managers. The program, designed for middle managers at the GS-13 to 15 level, was reviewed and approved by the Director of Training as well as by the then existing Board of Visitors. The three-week program is intended to familiarize participants with management concepts and Agency policies and has been conducted three times on a pilot basis. Each version has been carefully reviewed by the participants and the Office of Training. There is general consensus that the pilot versions have been successful and that the program should be continued.

Planning for an "Executive Conference," a management and leadership program designed for senior level officials, was primarily concerned with appraising similar programs offered by the Civil Service Commission and private firms. Progress has been slow on the proposal for an Executive Conference for Senior Officers because it has been difficult to identify the basic requirements.

5

7. Beginning in FY 1974, to be operative by the end of FY 1975 support the Agency's effort toward systematic career development of its employees, (a) by assisting heads of the major components in developing prototype Training Profiles for key categories of their personnel, and (b) by developing an information system, using OTR's computerized training records as a base, from which requirements of the component for training can be projected to permit OTR to adjust curriculum and staffing to meet those requirements. The system anticipates use of the terminal cluster planned for installation in FY 1975 in the Chamber of Commerce Building for the Management Assistance Program.

The Training Profile portion of this objective has been accomplished. Detailed instructions for the preparation of profiles have been developed and forwarded to the Office of Personnel. They will be included in the Professional Development Plan (PDP). Following publication of the PDP, OTR will assist in developing specific Training Profiles.

The second part of this objective (part b) was not achieved. Management Assistance Program (MAP) priorities propose dealing with the Agency Training Record in FY 1976. In the interim, OTR is refining requirements and format of the Agency Training Record and alternatively developing small projects which, collectively, will aid in the development and use of an OTR data base.

8. Develop a program performance evaluation system to be operative in FY 1975, for the continued evaluation of ongoing OTR programs to determine if objectives are being met, and to permit the continuing identification of marginal programs and activities that can be curtailed or eliminated.

An MBO system based on effectiveness areas was proposed, accepted, and installed in February 1974. OTR managers identified more than 30 effectiveness areas (output areas) which provide a framework for developing objectives and establishing management priorities.

A detailed review of the OTR MBO system is planned for early fall to identify and correct system deficiencies. One problem to be addressed, for example, is the apparent bias toward management/administrative objectives to the detriment of more substantively focused training objectives.

6

SECTION B.   PERFORMANCE AGAINST FY 1974 OBJECTIVES

FY 1974 OTR-Level Objectives

1.   Begin in FY 1974 to develop a training cost-model which permits identification of OTR's costs and their allocation to customer-components as a means of supporting OTR's requirements for personnel and other resources.

A training cost-model was developed and tested. As a result of the test, the model was revised, and in February 1974 the collection of cost data for each OTR course was initiated. All OTR courses will have been costed by December 1974. Information Science Training Staff computational facilities will be used to maintain an automated cost data base and to produce a variety of reports supporting the analysis of OTR training costs.

2.   In FY 1974, examine the coverage on international economics, world ecology and demography included in training programs in the Office of Training and within other components of the Agency to determine, in coordination with the OTR Curriculum Committee, the types of programs or courses, or specific lectures, or other forms of input needed to support the FY 1975 requirements of the Agency.

A thorough review of the coverage provided in OTR courses for the types of training addressed in this objective was completed 26 October 1973. During the period covered (March-October 1973) over fifty hours of classroom time were devoted to international economics, world ecology and demography. This level of coverage continued through the remainder of FY 1974 and will be continued in FY 1975.

3.   Beginning in FY 1974, introduce and advance the use of newer educational methods, with particular emphasis on proactive learning by the student:

a.   Intensify the use of existing teaching technology by modifying two classrooms in the Chamber of Commerce Building and by introducing color video cassette instructional programming in classrooms and safesites; the latter will require in FY 1975 the purchase of video tape players, color TV monitors, and a color video tape recorder. In FY 1975, augment this program with the purchase of at least two color TV cameras and related equipment for the production of classified 3/4 inch video tapes.

7

b. As an additional dimension of technological advancement, in FY 1974 undertake a study to implement in FY 1975, if determined to be feasible, a secure closed-circuit TV within the Chamber of Commerce Building, with terminals in other Agency buildings in the Headquarters area.

There were no significant accomplishments relating to this objective in FY 1974. Budgetary constraints and uncertainty over available space (see DD-level objective #4 above) were the principal drawbacks. OTR does plan the acquisition of color TV equipment and funds are included in the FY 1975/76 Program Call.

The costs of a closed-circuit TV system were studied in FY 1974 and are prohibitive. In addition, serious security problems are created when transmission between buildings is involved.

4. To ensure orderly development of the executive cadre in OTR, in FY 1974 to be operative in FY 1975, identify the individuals and prepare specific executive development plans for a minimum of three members of the Training Career Service for each of two staff positions at the GS-15 level and above.

See comments following Objective 5 below.

5. Strengthen the Training Career Staff, develop in FY 1974, to be operative in FY 1975, a systematic program for the professional development of each member, with special emphasis on enhancing the qualifications and skills of the instructor corps. The program for career professionals will be directed to:

a. Planned rotational assignments within OTR or in other components in the Agency to broaden experience and to assure that, as a general rule, professionals below the level of Unit Chief _____ serve no longer than six years continuously in the same OTR Unit _____

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b. External training of at least one semester (or its equivalent) every seven years in academic or other programs to enhance substantive specialties;

c. Staff planning measures designed to reduce the age of OTR's career professionals from the present (1 January 1973) average of 48.3 to an average of no higher than 47.0 by 30 June 1974 and 45.0 by 1975.

8

Neither of these two objectives was achieved to a satisfactory degree. The rapid turnover among senior officers occasioned by retirements and the corresponding adjustments at lower levels within OTR led to personnel decisions made in response to the immediate situation and did not result from previously developed plans. These objectives, restated, have been carried over into FY 1975/76. They are, in fact, continuing objectives for the Office.

While FY 1974 was not a year of significant achievement in personnel planning, it was a period when a good base for personnel planning and management was established. By the end of CY 1974, the skills of all OTR professional careerists will have been cataloged, and all individuals in grades 9 to 15 will have been personally counseled by senior OTR managers.

6. To determine and implement in FY 1974 a solution to the present overenrollment of students in the Basic Operations Course (BOC), either by redesigning the course to allow greater student capacity relative to the number of instructors available, or by developing an alternative program in operations familiarization which would divert from the BOC students not really in-depth training as operations officers.

Overenrollment in the Basic Operations Course remains a problem. The principal concern is that the quality of the training will reach an unacceptable level as the opportunity decreases for one-to-one relationships between instructor and student on practical exercises. Concerted efforts by all concerned have kept the overenrollment problem in reasonable bounds; alternative training programs have not proven to be an acceptable substitute. The efforts will continue.

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8. To increase the value of the Language Qualifications Register as an effective source of information, for Agency managers to use in determining personnel assignments requiring language competencies, by the end of FY 1975, achieve 95% completion of verification of language skills of employees whose claimed (untested) proficiencies (700) were on record as of 31 March 1973.

Over 700 people with untested language proficiency claims were notified that proficiency testing would be required if they wished to retain a proficiency ranking. All outstanding claims have been resolved with the exception of those for personnel overseas. For these employees, notices of outstanding claims have been filed with their component personnel officers. The claims will be resolved as they return. An Agency notice which establishes a ninety-day limit for untested proficiency claims has been published.

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During FY 1974, the Language Learning Center conducted tests at Headquarters and provided support for testing efforts

9. Continuing toward the goal of efficient management of OTR's language laboratories, in the Chamber of Commerce Building, by the end of FY 1975 complete the conversion of 8,000-10,000 language tapes currently on reels to cassettes, and purchase 40 cassette record/playback machines to replace the present stock of reel machines.

The conversion of reel tapes to cassettes was completed during FY 1974. Conversion of the Chamber of Commerce laboratory from reel machines to cassette record/playback machines was deferred until after FY 1976. The cost of new equipment is greater than the potential gain given the present state of cassette technology.

10. Increase efficiency in conducting language training in FY 1974 by relocating in the Headquarters Building, part-time courses in two languages and increase the activity in FY 1975 by providing part-time courses in a minimum of two additional languages.

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11. <u>To reduce, from ten weeks to four weeks, the time required</u>
<u>after completion of a basic or beginning course to achieve a highly</u>
<u>useful level of foreign language competence (from Elementary/</u>
<u>Elementary Plus to Intermediate), inaugurate in FY 1974 a total-</u>
<u>immersion program in Russian, and if successful, add programs in</u>
<u>French and Spanish. In FY 1975, introduce a program in a fourth</u>
<u>language.</u>

The Language Learning Center initiated in FY 1974, a program
to total-immersion foreign language training as an experiment to
determine if students of average aptitude could attain a level 3
speaking proficiency while still within the training environment.
Such students ordinarily are not able to penetrate this barrier in
normal classroom instruction. Four-week residential programs were

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in each of three languages -- Russian, French and Spanish. Although
the initial program (in Russian) was least successful in achieving
the stated objective, it provided enough experience for the Center to
modify the program to the extent that nine of eleven students in French
and eleven of twelve in Spanish did, in fact, achieve this objective.
The Russian experiment used personnel from both outside and inside the
Agency at an approximate cost of $8,000. The successes in the French
and Spanish experiments were achieved by relying on a combination of
OTR language instructors and language qualified officers from elsewhere
in the Agency at a cost of approximately $3,000 per program. Three
additional programs are contemplated for FY 1975, one each in German,
French and Spanish.

12. <u>To ensure the effectiveness, quality, and efficiency of OTR's</u>
<u>entire training effort, in FY 1974, Unit Chiefs and the COS/DTS will</u>
<u>design and test one or more techniques of acquiring information to</u>
<u>determine the impact of training on job performance. In FY 1974 they</u>
<u>will also apply the techniques to three courses or programs conducted</u>
<u>within their components and, in FY 1975, to an additional 50% of their</u>
<u>total curricula.</u>

In FY 1974 implement a feedback program for external training
to apply to courses under the purview of the Training Selection Board
and to foreign language training. In FY 1975, additionally, the effort
will be applied to 20% of Agency-sponsored academic training.

OTR offered 71 courses or programs during FY 1974. Forty-two of these offerings included some form of student evaluation (formal testing, practical exercises, etc.). The evaluations were conducted almost exclusively in "skills" training courses.

The Training Selection Board evaluated 15 long-term programs and short-term management programs under the Board by use of a questionnaire designed to be completed by former participants. Over 400 questionnaires were returned and on the basis of these returns certain of the programs are under review by the Board and will probably be deleted from the curriculum. The evaluation process is continuing.

13. To respond to the increased number of Midcareerists whose development plans include attendance at the Midcareer Course, during FY 1974, without any addition of staff, conduct the course for an additional 30 employees above the current FY 1973 level of 120 in grades GS 12-13, and in FY 1975 conduct the course for a total of 180 employees in grades GS 12-13.

During FY 1974, 149 employees attended five offerings of the Midcareer Course. Six Midcareer Courses will be offered in FY 1975. This objective is being successfully achieved.

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14. Examine Agency policies and doctrines on Non-Official Cover (NOC)

12
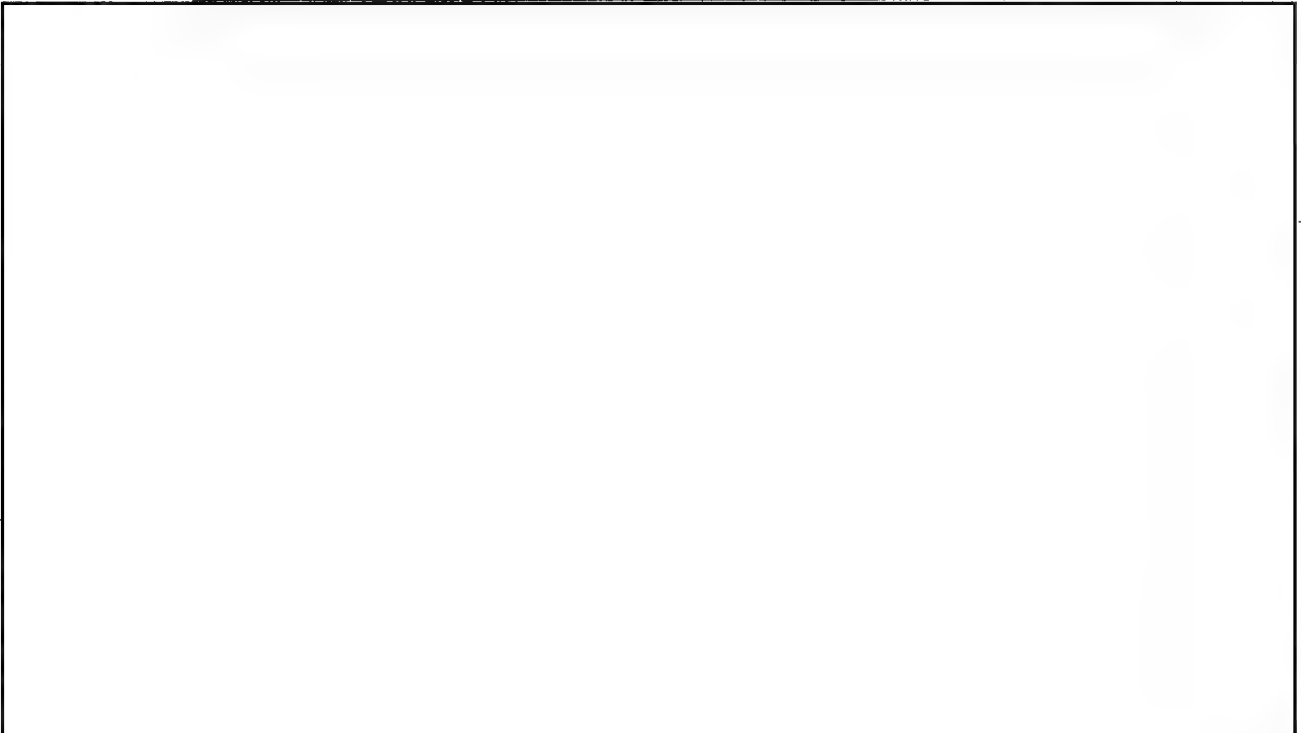
SECTION C. OTHER FY ACTIVITIES

SB Selection Criteria Study

Together with the Psychological Services Staff, we are now in the final stages of a study of former CTs on duty with SB Division that incorporates testing data, division rankings and promotion records and biographic variables. The study is a systematic effort to sharpen and validate selection criteria by identifying those characteristics most often associated with successful SB officers. The study, the most comprehensive of its type yet undertaken, will be expanded to include the EA Division to broaden the data base.

Contract Conversion

During FY 1974 the Management Committee directed hiring new CTs on contract rather than staff status, with the CTs to be converted to staff when they receive permanent assignments. The purpose of this policy decision is to help the Agency meet its authorized ceiling; it will go into effect with the January 1975 CT Class.

Pre-Processing Interviews

Field pre-processing interviews for CTs began in 1972. Before instituting our field interviews, there were usually 100 files in process. This figure is significant because the Office of Personnel estimates that it costs $5,000 to process a file to the EOD stage and about $3,000 if processing is started but canceled. As a result of pre-processing interviews, the EOD ratio is now better than one EOD for every two files put in process.

NPIC Interim Assignments

CTs were sent on interim assignments to each of the five NPIC Divisions. These assignments provide practical work in imagery analysis in areas corresponding to the substantive backgrounds of the CTs and supplement other interim assignments in the DDO and DDI.

Language Skills

The sixty-one CTs selected in FY 1974 possessed 46 language proficiencies at the intermediate level or better, and the equivalent of over $400,000 worth of training.

The Maryland Instructional TV System

Negotiations continue with the University of Maryland for installation of an instructional television system. It will afford Agency employees the opportunity of taking courses via TV in engineering, science, and management subjects in the Headquarters Building. The system will probably be operational in early CY 1975.

Instructional Development

Four Instructor Training Workshops were conducted for 29 Agency personnel. Seven instructional improvement projects are currently in process, for example, a complete review and modification of the orientation course for clerical employees. Instructional development assistance was also provided OEL, OC, the Federal Women's Program Coordinator, and WH Division.

Self-Study Program

This program acquired nine video courses and 11 audio courses mostly in the fields of management and supervision. Video cassettes were viewed by 1700 persons. (The MBO series was seen by 1100 persons.) The DD/M&S approved the concept of a Media Center at Headquarters to bring together the OTR and OJCS Self-Study Programs, the University of Maryland Instructional TV System and the Headquarters Language Laboratory.

Training Support

Thirty-five TV productions were undertaken ranging from tape size reductions and editing to taping training presentations and language materials. Thirteen film productions were completed including assistance on film projects to [ ] OS, and DDS&T. Three hundred ninety-three requests for graphic support were serviced resulting in 6200 separate products. The OTR Library received 6700 books, catalogs, and periodicals for its own collections and for OTR instructors and students.

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Language Learning Projects

The Language Learning Center collaborated with the Interagency Language Roundtable in a number of projects during the year. One that should be noted in particular was a Language Testing Symposium conducted at Georgetown University for linguists and language instructors from the United States and eight foreign countries; the principal organizer of the symposium was a linguist from our own staff. A second

14

was the initiation of a two-year project to develop a modular prototype
course which could, with minor adaptations, serve the needs of all the
Federal agencies involved in foreign language training. Chinese was
chosen as the language for this project although it is expected that
the model will be applicable to the development of training courses in
other languages as well. The Agency bore 25% of the first year's cost
of $20,000, as did the Foreign Service Institute, National Security
Agency and the Department of Health, Education and Welfare. In the
coming Fiscal Year, the [   ]   25X
military training school will also bear equal shares of the $72,000
projected budget. The Deputy Chief of the Language Learning Center is
one of the five members of the planning council for this project; the
Center also has assigned one Chinese instructor full-time to the project.

External Training Program

In support of the Agency-wide External Training Program, in
FY 1974 OTR processed 3,374 external requests, representing 3,227
instances of external training, a 7% increase over FY 1973. Other
areas of activity supporting the External Training Program follow:

    310 training facilities utilized (287 in FY 1973).
    179 administrative briefings for Training Selection Board
        and FSI courses.
  2400 external training announcements circulated.
    810 critiques of external training received.
    730 travel orders prepared.
    484 reimbursements approved.
    289 accountings completed.
    686 advances issued.
    349 billings and invoices processed and certified.

The Program showed a marked increase in areas, from Management
by Objectives, and Equal Employment Opportunity to metric system famil-
iarization, computer science and new analytical techniques.

Off-Campus Program

At the beginning of FY 1974, an Agency Off-Campus Program was
reinstituted in cooperation with the Northern Virginia Regional Center
at the University of Virginia. In the fall semester, 17 courses were
given by 16 instructors. There were 261 registrations (representing 258
employees) at a total cost of $18,339. In the spring semester 16 courses
ran with 15 instructors; there were 270 registrations (248 employees) for
a cost of $18,267. Costs were centrally funded by the Office of Training.

15

Two courses were conducted ⬚⬚⬚⬚⬚ one course each   **25X1**
semester was held in the Chamber of Commerce Building; all
others met in the Headquarters Building. All Directorates
were represented in the enrollment figures, with 72% under
age 35 and median grade being GS-08. This Program has now
been included as an integral part of the CIA Affirmative
Action Plan.

Information Science Training

A number of significant improvements were made in the
Information Science Training Program. Classroom and computer
terminal facilities improved with the move from the Defense
Intelligence School to the Chamber of Commerce Building.
Courses in Systems Dynamics, and special courses requested by
the Office of Finance and the Imagery Analysis Service, have
been added to the schedule of courses. The quality of the
courses has improved as more and more case studies based on
practical application of information science methods to
intelligence problems have been added to the content of the
courses.

Guest Speaker Program

One of the most successful programs inaugurated in
Fiscal Year 1974 was the Guest Speaker Program which began in
the CIA Auditorium in October 1973 and continued on a regular
monthly basis through May 1974. During the year over 3,000
Agency and Community personnel heard eight outstanding speakers
from government, business and the academic community discuss
such wide-ranging topics as science and technology, interna-
tional economics, and foreign affairs. Each presentation was
videotaped in order that interested employees who could not
attend the presentations could view them at a later date.
The Guest Speaker Program will be resumed in September 1974.

Special Programs

A total of 27 special programs for outside groups--
both governmental and from the private sector--were conducted
at Headquarters during Fiscal Year 1974. The types of briefings
conducted ranged from the now fairly regularized "Day at CIA,"
chiefly for groups within the Intelligence Community, to the
Brookings Conferences for Business Executives on Government

16

Operations. One of the most effective presentations was a
day-long series of briefings and tours for 135 State Department
officers on 14 June. This program received uniformly high
praise from participants for providing the opportunity for
further personal as well as official contact between Agency
officers and their opposite numbers at the Department of
State. A highlight of the special programs was a briefing
conducted in May 1974 for 14 students and faculty members
from Malcolm X College in Chicago. Other groups who were
briefed at Headquarters for the first time during Fiscal Year
1974 were members of the USAF Foreign Technology Division
Junior Officers course and Fellows of the Washington Journalism
Association.

From late February through early April a total of 1887
high school students were briefed in seven evening programs held
in the Auditorium for the Presidential Classroom for Young
Americans program. Designed to acquaint participants from all
over the nation with the work of government during a one-week
stay in Washington, the program includes CIA as part of its
coverage.

Special Tutorial Programs

Three special tutorial programs were presented at the
request of the Directorate of Operations during Fiscal Year 1974.
The first was a program for an officer of an East Asian intelli-
gence service destined to have responsibility for intelligence
analysis on matters relating to China. The other two programs
are illustration of the varied and changing training needs of
the Agency and were useful experiments in coordinating and
managing training requirements of a collection unit with the
production component which provided the substantive content.
The first was a survey of the USSR and East Europe for Africa
Division officers and the second was a seminar on basic economics
for officers of the Western Hemisphere Division.

Modifications to Basic Core Courses

In a continuing effort to meet changing training require-
ments, some of the general courses offered Agency personnel were
modified.

a. Intelligence in World Affairs

A number of significant changes were made in this
basic orientation course for new professional employees.
In mid-1973 the course was revised and reduced in

17

length from four to three weeks, followed by a two-day
conference in February 1974 held to review the course
thoroughly. As a result of the meeting the decision
was taken to limit course enrollment to 40 students
in order to facilitate greater use of small discussion
groups and better student interaction. A test, given
at the start and at the end, was installed on a trial
basis to measure the attendees' learning.

b. Preparing for Overseas Assignment

This course, a successor to "Orientation to Overseas,"
was launched in April 1974. The first phase of the
course takes up legal, medical, security and cover
problems which CIA employees and dependents may have
overseas. It also includes limited exposure to
intercultural problems encountered in working and
living among foreigners. The second phase, developed
at the request of and with the cooperation of the
Cover and Commercial Staff, is designed specifically
for those going abroad

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·c. CIA Today and Tomorrow

Inaugurated in the spring of 1973, this program moved
into the Headquarters Auditorium last fall to accommodate
the large number of applicants. It has proven highly
successful in its present format and has been publicly
endorsed by the Director. Average attendance has been
about 200. Four runnings have been scheduled for
FY 1975.

d. DDM&S Review: Trends and Highlights

After polling DDM&S Office Chiefs as to their views
on this program, the course was reduced from five to
four days and evening sessions were introduced. A
decision was made to run separate courses for Career
Trainees twice a year in the Chamber of Commerce
Building, and four runnings for regular M&S careerists

25X1   will be held   in FY 1975. A review test on the

final day of the course was also added on an experimental basis to provide feedback to instructors and attendees on material learned during the course.

Word Processing Center

OTR is the site for one of three Word Processing Centers to be established in the Agency. The results reported here are the culmination of tasks begun in mid-FY 1974.

In addition to a manager, four OTR clerical employees have been selected to operate the Word Processing Center and are currently being trained in the operation of the MagCard II machines at IBM.

Two dictation seminars will be held for OTR officers. Additional seminars will be scheduled at a later date as more users are added to the system. Most of the furnishings of the Center have been delivered and are in place. The MagCard II equipment will be delivered in late July; 19 portable dictation units have been received.

Books of operating procedures for both Center secretaries and users have been prepared. User manuals are at PSD and will be distributed at the conclusion of the dictation seminars.

One of the first jobs of the Center secretaries will be to type and assemble their own operating procedures manual in an effort to familiarize them with its content.

A data base of OTR clerical costs under present operating procedures has been collected and sent to ISAS for analysis. These figures will be compared to costs incurred with the Word Processing system.

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		FY 1971	FY 1972	FY 1973	FY 1974
25X1	1. Students enrolled in ☐ Courses.	635	388	332	446
25X1	2. Student Days ☐ Courses.	13,346	9,524	8,897	11,207
25X1	3. Students enrolled in Courses presented ☐ by Headquarters Units.	319	382	575	531
25X1	4. Student Days/Hqs/ ☐ Courses	3,221	2,757	4,320	4,891
	5. Conference/Seminar Participants	401	313	505	693
	6. Man Days/Conference Seminars	1,176	971	2,013	2,135

SUMMARY

	FY 1971	FY 1972	FY 1973	FY 1974
Student/Conferees	1,355	1,083	1,412	1,670
Student/Conferee Days	17,743	13,252	15,230	18,233

SECTION D.   RECOMMENDATIONS

    1.   OTR recommends the early and thoughtful consideration of the training proposals put forward in recent months and briefly outlined in attachments 1 through 4.

    2.   The Career Training Program objective for recruiting 75 Career Trainees in FY 1975 and 90 Career Trainees in FY 1976 has been revised downward, more accurately reflecting recruitment and placement capability.   It is recommended that the revised statement read as follows: Beginning in FY 1975, select about 38 CT's (total of 75 annually) twice a year from a maximum of 65 applicant files placed in process at any one time.

    3.   The Training Profile objective in the Management and Support Resource Package (the last DD-level objective listed) has been accomplished.   The DD/M&S approved dropping this objective at the OTR Management Conference on 3 July 1974. We recommend that it be deleted from the Resource Package.

COINS Training

The COINS Training Program has been proposed in response to a request from the COINS project manager for a Community-wide COINS Training Program. The proposal addresses four COINS training requirements briefly described below. The program as described will require five man years per year and cost about $123,500. If approved the training could get underway in FY 1975. Much of this required support will have to come from the Intelligence Community.

The COINS Training Program

Basic Coins	for those unfamiliar or unskilled in the COINS system. A one-week course for 20 students offered 10 times a year.
COINS Refresher	addressed to COINS procedural changes and skills improvement. A one-week course for 20 students, three times a year.
COINS Workshop	for special groups already familiar with COINS, requiring advanced or specialized training. A one-week course for 20 students offered three times a year.
COINS Orientation	A broad overview for supervisors and managers observing capabilities and limitations. 1/2 week for 15 students.

22

Military Intelligence Course

At the DCI's request, the Intelligence Community Staff working closely with the DDO, OTR, and other Agency components reviewed Intelligence Community training programs and facilities "to identify measures whereby Community resources could be conserved and training improved." A major purpose of this review was the consideration of ways to make greater use of

25X1

CIA or Community liaison programs or both. As a result of this review and at the request of the Department of Defense, a study was prepared of the feasibility of having CIA conduct all DoD clandestine training

25X1

An all-service task force concluded that such a program was feasible.

X1

23

Program of Intelligence Research and Discussion Groups

The Intelligence Research and Discussion Group Program was approved by the CIA Management Committee on 25 April 1974. The principal purpose of this program will be to foster rigorous and systematic inquiry into the purposes and processes of intelligence and to bring to the Agency the views of knowledgeable outsiders. The program is two-pronged in its approach.

The first part of the program consists of research on the intelligence process and closely related topics. The goal of the research program will be to stimulate and support thinking in such areas as intelligence theory and doctrine, the place of intelligence in American society, the relationship of the intelligence function to the policy function, and other fundamental issues. We expect to have at least three research projects underway at any one time in FY 1975 and about six during the second year of operation. The findings from such research will be published in a variety of formats, such as articles in Studies in Intelligence, research papers and monographs.

The second aspect of the program will consist of a series of discussion groups designed to explore selected issues of concern to intelligence and the Agency. The goal of the discussion group program is to encourage interaction among experts in given areas of competence and to bring the best minds in the Agency together with non-Agency counterparts in discussion of issues which are of genuine importance to U.S. Intelligence. We expect to have two or three discussion groups meeting about six times each during the fall 1974-spring 1975 period.

The Intelligence Research and Study Program will not duplicate other work in the Agency or in the Intelligence Community. The Program promises substantial payoffs in the form of better insight into and understanding of the intelligence function and of the Agency by outsiders through the involvement of responsible and important members of the public in the Agency's work.

The Analyst Training Program

This program resulted from an evaluation of the training offered to intelligence analysts. The program proposed consists of six basic courses for analysts based on the present OTR curriculum; two middle-level courses dealing with methodology and policy questions and an advanced seminar program which is in effect the Research and Discussion Group proposal discussed in attachment 3.

Basic Skills Training
1. Survey of Intelligence Collection and Processing
2. Estimative exercises
3. Writing Intelligence Estimates
4. Writing Better Reports
5. Oral Briefing Techniques
6. Use of graphics

Intermediate Skills Training
1. Survey of Analytic Methods
2. Seminar on Intelligence and National Policy

OTR LEVEL OBJECTIVES
FY 75-76

1. Implement by the end of CY 74 a program of research and study of the intelligence process and introduce a new format for the discussion of important substantive and procedural issues in intelligence.

INNOVATION
STRATEGY

2. Provide, with the Office of the Comptroller, a training program on MBO for Agency managers during FY 75.

ORGANIZATIONAL
DEVELOPMENT
INNOVATION

3. Complete by the end of FY 75 the systematic review of OTR's curriculum and prepare recommendations for needed changes.

EVALUATION

4. Examine the training activities of the Office of Training on the basis of cost effectiveness and prepare cost evaluations of all courses given by OTR Units by the end of FY 76.

EVALUATION

5. Establish a Media Center in the Headquarters Building by the end of FY 75, contingent upon the acquiring of space, to provide facilities for the Self-Study Program, the University of Maryland Instructional Television Network programs, the Language Laboratory, and OJCS Self-Study Program, and related programs.

INNOVATION
IMPACT

6. As part of the Language Development Program, analyze operating components' efforts to fill language designated positions with qualified personnel, with particular emphasis on DO overseas field positions during FY 1975.

EVALUATION
INNOVATION

7. By the end of FY 75, establish a systematic plan for collection of data, resulting in the establishment of a data base for tabulating trends, calculating requirements, maintaining history, and reporting on current status.

COVERAGE
FORECASTING

8. Redesign the Agency Training Record by December 1975 to: collect relevant course data for a statistical data base, assist the registration process, and provide reports as required.

COVERAGE
FORECASTING
EVALUATION

9. By the end of CY 75, conduct a thorough review of OTR's professional competence and devise a long-range plan for ensuring that OTR develops, replaces, or maintains continuity of its professional personnel requirements.

ORGANIZATIONAL
DEVELOPMENT

10. Complete by the end of CY 74 training profiles for the major career paths in each Directorate.

COVERAGE
FORECASTING

11. Beginning in FY 75 select 45 CTs (total of 90 annually) twice a year from a maximum of 65 applicant files placed in process at any one time.

ORGANIZATIONAL
DEVELOPMENT

12 By the end of FY 75, conduct a conclusive study of the cost effectiveness

EVALUATION

13. By the end of FY 75, in conjunction with the Office of Finance, develop tutorial services and normal courses of instruction in Finance Management Improvement.

INNOVATION
ORGANIZATIONAL
DEVELOPMENT